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1.   Introduction

Department of D is currently using magnetic building passes which allow the holder to enter the main gate and additional zones within the buildings. If a pass is mislaid, the employee will have to make an extra effort to pick it up. If the pass is obtained by another person, it could be used to gain unauthorised access. In addition to the building access, the current payroll system, at this stage, also relies on the manual input of staff members. The up to date timesheets have to be supplied before the fortnightly payroll commences. For personnel who are not motivated to submit their timesheets accurately and on-time, the finance area must request updates manually (*La Matrice Proposal, 2019*).

The new Defence PAC-MAN will assist in accessing 3 Defence offices in Canberra. Although main gates will only have fingerprint scanners, more secure rooms will require additional identifiers (retina scanners and facial recognition cameras) for further security. This new system will also help in getting accurate data of the employee's work hours that payroll can use for paying the members' salary (fortnightly payment).

This project will follow the Australian Government Information Security Manual (ISM) that is provided by Australian Signals Directorate (ASD) (*ASD.gov.au, 2019*).

2.   Procurement Management Plan

La Matrice uses a Fixed Price Incentive Fee contract (FPIF) as the method of procurement planning (*Sarbazhosseini, Hamed Lecture Week 9, 2019*). This method is chosen for the reasons (but not limited to):
   a. reduce risks to budget, AND
   b. provide incentive for outsourcer to produce high quality results (linked to incentive)

As a part of the management plan, the project team build documents to control the procurement such as:
   a. project proposal (initial agreement between client and project team)
   b. meeting agendas
   c. meeting minutes
   d. change requests
   e. performance reports
   f. cost and time estimation plan
   g. testing manuals
   h. quality control documents

3.   Leadership

La Matrice along with Department of D and XYZ2019 company will apply the following leadership styles during the life of the Defence PAC-MAN project (*Sarbazhosseini, Hamed Lecture Week 10, 2019*):
   a. Democratic style
       La Matrice will try to get the outsourcing company's ideas that could help in improving the quality of products that we will deliver to the project sponsor. All involved stakeholders will feel more involved and the workload will be divided more fairly. The outsourcer will have some influence; however, the final decision will rest with the Department of D as the sponsors and original requestor.
   b. Coaching style
       Team leader (project manager) will help members to identify their strengths and weaknesses that will contribute in the distribution of tasks. An effective distribution of tasks will help improve the outcome of the project if staff members are allocated appropriately.

4.   Project Change Management

As mentioned in the initial proposal, Department of D is wanting to apply new security system throughout their Canberra offices that is called *Defence People Access Control - Management (Defence PAC-MAN)*. In addition to the building passes, the new Defence PAC-MAN could improve their current payroll system, which relies on the manual input by staff members. The new Defence PAC-MAN will assist in getting accurate data of the employee's work hours as they enter and leave the building.

The project has received funding, however, La Matrice is required to alter the project plan. The overview of changes required are:
   a. budget reduction by 30% (total of $801,600 AUD reduction), AND
   b. a member of the Department of D (project sponsor) is acting as the project manager, AND
   c. outsourcing 50% of the project work to company XYZ2019

These changes will be applied with the Normative-Reeducation approach (*Sarbazhosseini, Hamed Lecture Week 11, 2019*). Project team along with the sponsors and outsourcing company will focus on the core values, beliefs, and established relationships that make up the culture of the group.

Although Defence PAC-MAN is introducing a relatively new approach for managing building security systems in government agencies in Australia. We hope that strong ethical values within the project team, sponsors and outsourcing company will improve the ability to together to ensure the delivery of high-quality products. There are a few conflicts and ethical issues that have occurred and will recur during the project life, all stakeholders will try to find mitigation strategies to encounter them. These ethical issues and possible conflicts will be explored in section 7.   Ethical Issues and Mitigations and 8. Conflicts and Resolutions.

5.   Scope, Time, Cost and Quality Post-Change

5.1   Project Scope
5.1.1   In-Scope
   1. Defence PAC-MAN is a new system that allows biometric identity to take the place as the primary verification of an employee. There are multiple identifiers that would be used such as fingerprints at the main entrance along with retina and facial recognition for more secure rooms.
   2. This project will only provide services for three Department of D offices located in Canberra.
   3. Fingerprint scanners at the main entrance will be connected to the payroll system, ensuring an accurate recording of employee timesheets.
   4. Magnetic building passes will be replaced by the new system although a name tag will still need to be worn for identification purposes.

5.1.2   Out-of-scope
   1. Controlling access to Department of D assets such as printers, scanners as well as access to car parking facilities.
   2. Using the biometric database as a second factor of authentication (2FA) for accessing computers and systems on the network.
   3. Training and skills enhancement will not be provided.
   4. Advertising the product externally. This will allow us to reduce the budget by reducing the number of human resources on the project (Public Relations).

5.2   Resource Management

Based on time and cost estimation, an activity list is created below to list the resources used during the life of this project.

Activity	Estimated Time	Required Resources
Stakeholder workshop	Initial stage (once only)	Human resource
Environment and infrastructure research	Initial stage	Financial resources
Team meeting	Fortnightly	Human resource (La Matrice team only)
System testing	Weekly	Human resource, equipment
Stakeholder meeting	Monthly	Financial resources, equipment, human resource

Table 1. Resource Management Details

- Human resources include:
  - o members of La Matrice team
  - o Department of D service representatives
  - o XYZ2019 company representatives
- Financial resources include:
  - o amount of money which is provided to La Matrice
  - o financial transfers to pay for hardware and software sourced by La Matrice
  - o financial transfers to pay for XYZ2019 company services
  - o petty cash for staff morale
- Equipment includes:
  - o hardware and software to integrate Defence PAC-MAN system
  - o technology infrastructure of Department of D offices

5.3   Time and Cost Estimation

5.3.1   Time Estimation

Apply Program Evaluation and Review Technique (PERT) (*Sarbazhosseini, Hamed Lecture Week 5, 2019*).
PERT weighted average = (Optimistic time + 4 x most likely time + pessimistic)/6

Stage	Activities	Team Members	Optimistic Estimates (weeks)	Most Likely Estimates (weeks)	Pessimistic Estimates (weeks)	PERT Weighted Average (weeks)	PERT Weighted Average (hours)
Initiating	Stakeholder workshop (once only)	All	0.05 (2 hours)	0.08 (3 hours)	0.1 (4 hours)	0.08	3.2
Initiating	Environment and infrastructure research	BA; DEV; TEST	2	4	5	3.83	153.2
Planning	Build model	BA; DEV; TEST	8	12	16	12	480
All	Stakeholder meeting (monthly)	BA	0.3 (1 hour each)	0.55 (2 hours each)	1.1 (4 hours each)	0.6	24
Executing	Software and hardware development	DEV; TEST	10	14	18	14	560
Monitoring and Controlling	System testing	DEV; TEST	5	7	9	7	280
Monitoring and Controlling	Hardware maintain and software update	DEV; TEST	2.5	3.5	4.5	3.5	140
						Total: 41.01 weeks (1,640.4 hours)	

Table 2. Time Estimation

5.3.2 Cost Estimation

La Matrice will calculate the cost estimation based on the estimated time. The "Bottom-Up" method is used to estimate cost and is sourced from WBS (*Sarbazhosseini, Hamed Lecture Week 5, 2019*).

Note:
- A working week consists of 5 days of 8 hours (total of 40 hours per week).
- As the project manager is now an internal employee of Department of D, they have been removed from our HR cost estimation.
- Hardware installation is now being outsourced to XYZ2019 company and they provided a cheaper quote for their services.

Team Member	Cost per hour (AUD)
Business Analyst (BA)	65
Developer (DEV)	55
Tester (TEST)	40

Table 3. Human Resources Cost Estimation

Project Stage	Cost (AUD)		
	Business Analyst (BA)	Developer (DEV)	Tester (TEST)
Initiating	10,166	8,602	6,256
Planning	31,200	26,400	19,200
Executing	-	30,800	22,400
Monitoring and Controlling	-	23,100	16,800
Continuous stakeholder meetings	1,560	-	-
			Total: 196,484

Table 4. Human Resources Cost Breakdown

Deliverables	Description	Cost (AUD)
Delivery (including documentation)	Breakdown of deliverables are listed in Appendix C. List of Deliverables.	5,000
Software licence	Defence PAC-MAN will require annual software licences to ensure the biometric identification software will be used legally. Future software upgrades are not included in this annual price. Due to the reduced size of the hardware installation, annual software licences will cost less. This is because the licences are not charged on a flat rate basis.	50,000 (annual)
Hardware	La Matrice will be providing below hardware to 3 Department of D offices: • 30 fingerprints scanners (A$20,000 each) • 12 retina scanners (A$45,000 each) • 12 facial recognition cameras ($25,000 each)	1,440,000
Installation	La Matrice will not be installing the hardware and software that are built to Department of D. Security specialist and infrastructure specialist from XYZ2019 company will be taking over the installation.	150,000
Human Resources	Breakdown of human resources cost are listed in Table 3. Human Resources Cost Breakdown.	196,484
		Total: 1,841,484

Table 5. Total Project Cost

5.4   Measurable Organisational Values

Defence PAC-MAN will be successful if by the start of the 2020 financial year:

1. All employees can access the building without a physical pass. They will save driving time to pick up their pass, if forgotten (likeliness to happen: 1 out of 5 employees per day) which results in up to an hour more time for work.
2. Employee timesheets will be recorded accurately as they enter and leave the building. This will save the financial department 2.5 hours of manual work per week.
3. Unauthorised access will be denied to the building and will alert security if attempted. There is no growth in the requirement for security guard rostering. Security guards rostered on can be dispersed around the building for better coverage.
4. A secure database will be in place to store the biometric data. Prior to Defence PAC-MAN, there are occasional cases where physical passes are stolen and misused, which result in costly building lockdowns. Defence PAC-MAN will reduce incidents to less than once per annum.

5.5   Project Quality Measurement

5.5.1   Quality Control

Throughout the project life, the project team will:

1. Hold an initial (one off) stakeholder workshop to discover requirements.
2. Hold monthly stakeholder meetings to ensure that the project is on track and satisfy the requirements.
3. Internal peer review will be done throughout the life of the project.
4. Internal fortnightly team meetings to ensure that all members are working efficiently.
5. Daily stand-up to allow each member to participate by giving updates of what has been done yesterday and will be done today.

5.5.2   Continuous Improvement

Throughout the project life, the project team will:

1. Create performance metrics that shows immediate feedback on the effectiveness of the applied project.
2. Set up regular meetings internally and along with other stakeholders.
3. Utilise a scrum board that can be accessed by all stakeholders that contains short status of each phase of the project life cycle.
4. Keep records of risks, conflicts and issues as they are happening as reference for future projects that are similar.
5. Investigate potential risks, conflict and issues, and allocate time to build a mitigation strategy to tackle them.

5.5.3   Quality Adjustment

Due to the budget reduction and the decision of outsourcing half of La Matrice's project tasks, there are a few adjustments such as:

1. Quality of final products will be slightly compromised (lower in quality) due to the reduced number of stakeholder meetings (from fortnightly to monthly frequencies).
2. The new Defence PAC-MAN software testing was halved. Biometric software that will be provided in the final deliverable may have more defects.
3. Department of D offices will have reduced numbers of scanners due to the budget reduction. The types of retina scanners and facial recognition scanners will also be compromised (cheaper hardware was chosen which may result in shorter life span). Should there be more demand in the future, the agency will have to spend a similar (or larger) amount of money for the additional resources.
4. As there is no longer a position of Public Relation officer, the ability to sell a similar product to similar government agencies will be reduced.
5. Based on these adjustments, the total budget is reduced by $830,516 AUD or 31.08% from the project proposal.

6. WBS (Milestone and Gantt Chart)

6.1 Milestone

Executing
1. Defence PAC-MAN prototype framework
    1.1. Create a Defence PAC-MAN wireframe design for presentation
    1.2. Present Defence PAC-MAN wireframe to Department of D
    1.3. Review and update based on feedback from Department of D
    1.4. Sign off by Department of D on Defence PAC-MAN wireframe
2. Defence PAC-MAN software development
    2.1. Develop Defence PAC-MAN software testing cases
    2.2. Develop Defence PAC-MAN software based on wireframe
    2.3. Perform Defence PAC-MAN software testing
    2.4. Defence PAC-MAN software testing report is generated
    2.5. Defence PAC-MAN software acceptance is signed-off
3. Defence PAC-MAN hardware integration
    3.1. Develop Defence PAC-MAN software testing cases
    3.2. Develop Defence PAC-MAN hardware testing cases
    3.3. Develop additional feature
    3.4. Integrate with biometric scanner hardware
        3.4.1. Fingerprint Scanner
        3.4.2. Retina Scanner
        3.4.3. Facial Recognition Scanner
    3.5. Perform Defence PAC-MAN software testing
    3.6. Defence PAC-MAN software testing report is generated
    3.7. Perform Defence PAC-MAN hardware testing
    3.8. Defence PAC-MAN hardware testing report is generated
    3.9. Defence PAC-MAN hardware integration is signed-off

Testing
1. Defence PAC-MAN integration testing
    1.1. Defence PAC-MAN database testing
        1.1.1. Develop Defence PAC-MAN database testing cases
        1.1.2. Perform Defence PAC-MAN database testing cases
        1.1.3. Generate a test case report for the Defence PAC-MAN database
    1.2. Defence PAC-MAN payroll testing
        1.2.1. Develop Defence PAC-MAN payroll testing cases
        1.2.2. Perform Defence PAC-MAN payroll testing cases
        1.2.3. Generate a test case report for the Defence PAC-MAN payroll
    1.3. Present Defence PAC-MAN integration to Department of D
    1.4. Review and update based on feedback from Department of D
    1.5. Defence PAC-MAN integration is signed-off
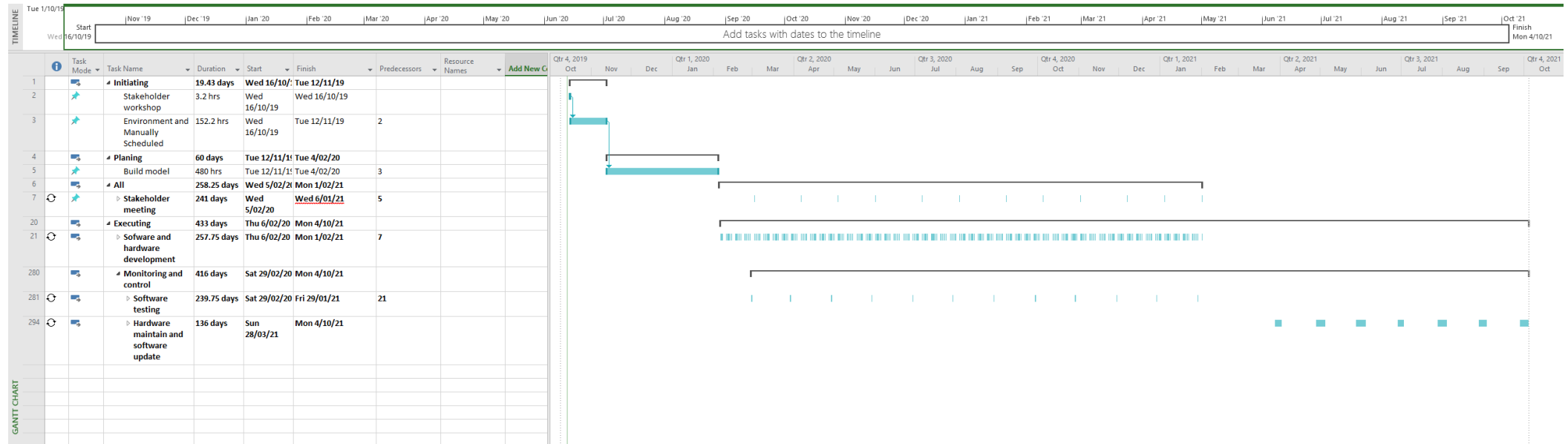
6.2 Gantt Chart

Figure 1. Gantt Chart

Note:

- Stakeholder workshop will only be held once (at the start of the project initiation) to gather requirements from stakeholders.
- Stakeholder meetings will be held monthly (approximately 2 hours each) where the project manager, Department of D representatives, La Matrice (as the project team) and XYZ2019 (outsourcing company) will discuss and monitor project progress as well as any required changes.
- Software testing will be running fortnightly to ensure that each increment of the software and hardware deployment is suitable for the environment prior to installing.
- Hardware maintenance and software updates will be running monthly.

7.   Ethical Issues and Mitigations

Issues Description	Mitigation Strategies	Responsible Parties	Likeliness	Impact
Personal Privacy & Security: Advanced technology can undermine the human right for privacy. Since technology is prone to failure, many issues such as identity theft and fraud, illegal immigration, etc. keeps escalating.	Use of advanced hardware and software improved in design and accuracy for the whole project, may require an upgrade in the data security system of the Department of D.	La Matrice, XYZ2019 Company and Department of D	Medium	• Failure in technology could lead the Department of D to withdraw from the whole project. • Expensive precautions to protect privacy and security of staff.
Discrimination: Certain groups of people have problems with biometric scanners such as iris scanners had difficulties in identifying dark coloured irises due to grayscale technology, facial scanners have the same issue as the iris scanners because they were programmed for lighter skin, and fingerprint scanners have the issue of crumple fingerprints due to heavy work and low circulation. Accessibility: People with disabilities, will face issues in using biometric access. Hand and arm disability find it difficult for fingerprint scans and people in wheelchairs find it difficult to reach facial and iris scans.	Use of proper hardware with adjustability feature to facilitate people with disabilities and ease access to Department of D offices.	La Matrice and XYZ2019 Company	Medium	• Access issues may arise due to people with different types of iris and skin colours. • Unable to gain access will results in discriminating against hiring disabled people. This will create a bad image for the Department of D, as well as for La Matrice for implementing the Defence PAC-MAN project.
Confidence: Outsourcing 50% of the project to another company escalates issues such as confidentiality, product safety and reliability.	It is very important to select a Company with the capacity to handle such sensitive information and should maintain a good relationship with the outsourcing Company.	La Matrice and XYZ2019 Company	Low	• Sharing/selling sensitive information to third party companies to financial gain by the outsourcing company. • Unsuccessful in completing the Biometrics project.

Table 6. Ethical Issues and Mitigations (Medium, 2019)

8.   Conflicts and Resolutions

Conflict Description	Resolution Strategies	Responsible Parties	Likeliness	Impact
Economic conflict: When a decision is good for the outsourcing party from economic perspectives, it might not the best solution for our company	• Agree on a contract before making a business decision when the budget is over a pre-approved value • Evaluating the benefits and risks for both parties before making any decision related to financial improvement or alternations	La Matrice and XYZ2019 Company	High	• Budgets for projects would be tight and not easy to be granted because of overthinking on benefits and risks management; • Some plans that brought up by the outsourcing party might be suppressed because of shortage of our different prioritization and budget arrangements
Core value conflict: Some values that the outsourcing party views as priorities, we as a part of the company might not agree	• Having regular meetings with the outsourcing party so both parties aware of their common core value of the business • Getting approval from our company before engaging in any project that has an influence on more than 2 employees	La Matrice and XYZ2019 Company	High	• The independence of our outsourcing company will be limited because of the core value conflict • Some agreements cannot be made because our companies core values do not align
Industry competitiveness conflict: The outsourcing party might have other customers who are in the same business area as our company	• Creating a contract that identifies responsibilities for the outsourcing party • Unique solutions and confirmation of the solutions for our company are required on every issue that the outsourcing will be dealing with on our behalf	Mainly XYZ2019 Company	Medium	• Reduce competition in the market • The industry will have reduced long-term financial gains • The outsourcing party is likely to have many limitations on collaborating with similar companies • Sometimes our company will have to compromise with the outsourcing party on time and budget because of different schedules between the two parties

Table 7. Conflicts and Resolutions (BCS.org, 2019)

9. Project Communication Plan

9.1 Stakeholders Communication Plan

This communication matrix outlines the methods of communication to be used when contacting stakeholders and providing official information (*Sarbazhosseini, Hamed Lecture Week 9, 2019*).

Stakeholder/Team Member	Key Issue	Communication Methods	Frequency	Responsible Person
All stakeholders	There will be a need to communicate efficiently and suit to project lifecycle phase. As there is only one PM, meetings will need to be scheduled to optimize the available time.	- Project Documents (i.e. meeting agendas) - Meetings - Emails - Telephone	Ongoing	Project Manager (PM)
Business Analyst (BA)	Stakeholder management and run meetings among all stakeholders	- Project Documents - Meetings - Emails	Ongoing	BA
Project Manager (PM)	Work mainly in the computer laboratory, primarily during executing, and monitoring and controlling phases	- Project Documents - Meetings - Emails - Telephone - Internet (i.e. WhatsApp)	Ongoing	Developer (DEV) Tester (TEST)
All stakeholders	Gives continuous feedback about the new system	- Extranet - Intranet - Meetings - Emails - Website	Ongoing	Department of D
Project Manager (PM)	Taking part in installation of Defence PAC-MAN	- Extranet - Information sheets - Emails - Website	Primarily during executing phase	XYZ2019 Company Representatives

Table 8. Communication Plan by Stakeholders

9.2   Tasks Communication Plan

This communication matrix outlines the types of communication to be used by project members when delivering official documentation (Sarbazhosseini, Hamed, 2019).

Information/Project Task	Communication Method	Frequency	Internal Responsibility	External Involvement
Stakeholder workshop	Face-to-face meeting	Once (initial meeting)	Project Manager (PM)	XYZ2019 representatives
Stakeholder meetings	Face-to-face meeting	Monthly (first day of the month)	Business Analyst (BA)	XYZ2019 representatives
Daily stand-up	Face-to-face brief meeting	Daily (during work hours)	Project Manager (PM)	N/A
Invoicing	Digital invoicing portal	Fortnightly	Project Manager (PM)	N/A
Environment and infrastructure research	- Extranet - Project documents - Team meetings	Daily	Business Analyst (BA)	N/A
Project team meeting	- Project documents (i.e. meeting minutes) - Team meetings	Weekly	Project Manager (PM)	XYZ2019 representatives
System testing	- Project documents - Team meetings - Email communication	End of each deployment	Developer (DEV) Tester (TEST)	XYZ2019 representatives

Table 9. Communication Plan by Tasks

10.   References

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Appendix A - Code of Ethics

A.1   The Enhancement of Quality of Life
The development of Defence PAC-MAN will have significant impact on business process of Department of D. Whilst this impact will be beneficial overall, Defence PAC-Man will have some limitations. These limitations are clearly defined in the project proposal.

A.2   Privacy and Data Handling
La Matrice will not breach the trust of our stakeholders. Any personnel's data that is visible to the project team will be kept in confidence. Any development will be performed on sample data, generated randomly.

In accordance with this value the team will:
- not receive any offer from anyone in regards to personnel's data
- not disclose any Department of D IT infrastructure to anyone
- respect the confidentiality of information acquired during the life of this project

A.3   Honesty and Competence
La Matrice will only accept workload that is believed to be achievable. The team will not hesitate to obtain additional requirements from our stakeholders to ensure we deliver a quality result.

In accordance with this value the team will:
- distinguish between our professional and personal opinions
- give realistic time and cost estimates for this project
- not misrepresent our technical and business skills
- escalate, when necessary, for additional requirements from stakeholders for their areas of expertise

A.4   Conflict Resolution
Team members of La Matrice will act professionally amongst themselves as well as during any communication with the stakeholders.

In accordance with this value the team will:
- ensure any conflict within the team, with or without the intervention of stakeholders, will be addressed professionally
- if any conflict is raised with the intervention of a stakeholder(s), any team member will ensure to establish a transparent and fair resolution of arguments
- ensure all communication is answered promptly, at the earliest possible time
- abstain from discriminating against individuals based on race, gender, status, age, belief, etc

A.5   Self-Development
Members of La Matrice will attempt to maintain the latest self-development changes relevant to their profession.

In accordance with this value the team will:
- ensure the competence of any member assigned to perform tasks
- maintain a professional behaviour to pursue new knowledge in the field with training and skills development
- encourage and support each member as well as conduct performance reviews, where appropriate, and provide constructive criticism to the individuals

Appendix B - La Matrice Meeting Minute

Meeting 1

Date and Time:	Monday 19/08/2019 - 14:30-15:30
Location:	Library Study Room 1 - Level D
Attendees:	All
Minute Scribe:	SW
Topic:	Collating ideas for potential projects
Next Scheduled Meetings:	Thursday 22/08/2019 - during tutorial: finalized the topic
	Monday 26/08/2019 - 14:30-15:30
Next Scribe:	CD

Tutorial Week 3

Date and Time:	Thursday 22/08/2019 - 15:30-17:30
Location:	Clive Price Suite 1C50
Attendees:	All
Topic:	Starting the Project Charter

Meeting 2

Date and Time:	Monday 26/08/2019 - 14:30-16:00
Location:	Library Study Room 1 - Level D
Attendees:	PP - apologies
Minute Scribe:	CD
Topic:	Starting Project Proposal part 1
	Work breakdown structure: Goals and Objectives (HA); Scope (SW); Quality Management Approach (PP); Project Management Approach (CD)
Next Scheduled Meetings:	Thursday 22/08/2019 - during tutorial: project proposal continued
	Monday 02/09/2019 - 14:30-16:00
Next Scribe:	HA

Tutorial Week 4

Date and Time:	Thursday 29/08/2019 - 15:30-17:30
Location:	Clive Price Suite 1C50
Attendees:	All
Topic:	Welcoming TA as a new team member; HS (unit convener) confirmed 30/08/2019

Meeting 3

Date and Time:	Monday 02/09/2019 - 14:30-16:00
Location:	Library Study Room 1 - Level D
Attendees:	All (including TA)
Minute Scribe:	PP
Topic:	The individual report submission is due on the 13th of September.
	The team will be meeting HS to discuss and clarify some questions related to the project proposal on Wednesday the 4th of September at 1:30 pm in 6C41.
	The Project proposal submission is due on the 20th of September.
	The word count for the Project Proposal is 1,500 and currently we have 1,420 words – need to make it concise. Ask HS whether the words in a table counts towards the total word count, also clarify content.
	Waiting for TA to submit his part of the work to attach it to the Project Proposal, he will be submitting his work by the 4th of September.
	We discussed about creating a design of the product to include in the project report and HA will be designing the product. HA will be presenting the first design of the product by the 16th of September.
	SW and PP will be preparing the presentation slides. TA needs to catch up with our project. Changed business model from PRINCE2 to PMBoK.
Next Scheduled Meetings:	Wednesday 04/09/2019 – 13:30-14:00 with HS
	Thursday 05/09/2019 – during tutorial: project proposal continued
	Monday 09/09/2019 - 14:30-16:00
Next Scribe:	PP
	(swapping with HA due to next week's commitment)

Meeting 4

Date and Time:	Wednesday 04/09/2019 – 13:30-14:00
Location:	Library Study Room 1 - Level D
Attendees:	All (including HS)
Minute Scribe:	PP
Topic:	Clarifying questions in regards to our project
Next Scheduled Meetings:	Thursday 05/09/2019 – during tutorial: project proposal continued
	Monday 09/09/2019 - 14:30-16:00
Next Scribe:	TA

Tutorial Week 5

Date and Time:	Thursday 05/09/2019 - 15:30-17:30
Location:	Clive Price Suite 1C50
Attendees:	All
Topic:	Finalising our project proposal. Need to work on MOV, quality measurement, stakeholders and Gantt Chart

Meeting 5

Date and Time:	Monday 09/09/2019 - 14:30-16:00
Location:	Library Study Room 1 - Level D
Attendees:	PP and HA - apologies
Minute Scribe:	TA
Topic:	Rearrange documentation
	Add the approach for the cost estimation
	Gantt chart is just for the big stage (HA)
Next Scheduled Meetings:	Thursday 12/09/2019 – during tutorial
	Monday 16/09/2019 – 14:30-16:00
Next Scribe:	HA

Tutorial Week 9

Date and Time:	Thursday 03/10/2019 - 15:00-17:30
Location:	Clive Price Suite 1C50
Attendees:	All
Topic:	Brainstorming final documentation and presentation slides. Work breakdown structure: Gantt Chart (HA); Ethical Issues (PP); Conflicts (SW); Communication (TA); Change and Procurement Management (CD)

Tutorial Week 10

Date and Time:	Thursday 10/10/2019 - 15:00-17:30
Location:	Clive Price Suite 1C50
Attendees:	All
Topic:	Continuing with documentation, starting working on slides

Meeting 6

Date and Time:	Monday 14/10/2019 - 14:30-16:00
Location:	Library Study Room 1 - Level D
Attendees:	All
Minute Scribe:	SW
Topic:	Rearrange documentation
Next Scheduled Meetings:	Thursday 17/10/2019 – during tutorial
Next Scribe:	Everyone taking small notes of how to improve our project docs and presentation

Tutorial Week 11

Date and Time:	Thursday 17/10/2019 – 15:00-17:30
Location:	Clive Price Suite 1C50
Attendees:	All
Topic:	Final documentation and slides are ready to go – peer review is in process

Appendix C - List of Deliverables

Stage	Deliverable Name	Description	Acceptance Criteria	Assigned to
Initiating	Feasibility report and analysis	Time and cost estimation	The report should cover an approximate time and budget estimation based on current and potential resources	PM
Planning	Time, cost, and human resources distribution	A detailed schedule of time, budget, and employees	The plan should include: • weekly assignment schedule • cost estimation of each project phase • types of human resources needed in the project	PM
	Requirements proposal and feedback	Release proposal and analyse feedback for developing the system	• Create a project proposal and release the document to all stakeholders • Collect feedback from stakeholders and refine the results to guide system advancement	All
	Benefits and risks analysis	Demonstrate benefits and risks about Defence PAC-MAN	Benefits and risks should include financial interests, organizational interests and social interests	BA
	Modelling demonstration	Present a prototype of the whole system	Create a rich picture, data flow diagrams, use case diagrams, activity diagrams and a presentation of the built prototype	DEV, TEST
Executing	Office coordination and resources allocation	Create a schedule for all offices and human resource allocation plan during development stage	The allocation should include a specific list of offices and employees, and their roles	PM
	Presentation and test	Presenting a mocking system to the client and test the whole system	• Deliver a presentation to the client • Have a pre run of the system for at least one month	All
Monitoring and Controlling	Refine and set out	Decide the set-out date and officially put the system into use	• Refine the system according to the suggestions • Start implementing the system	PM, BA

Table 10. List of Deliverables